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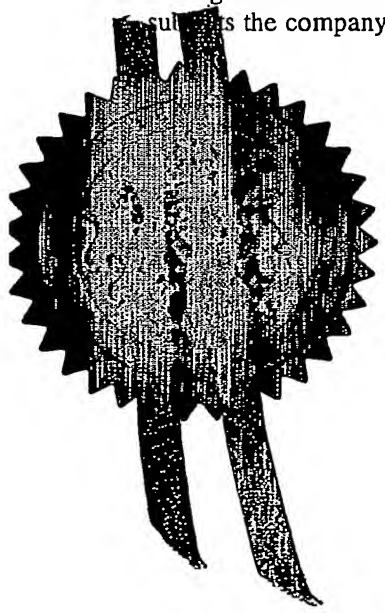
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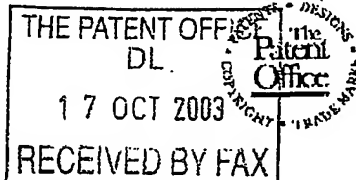
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an explanatory leaflet from the Patent Office to help you fill in
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1. Your reference	P04112GB		
2. Patent application number (The Patent Office will fill this part in)	0324346.6		17 OCT 2003
3. Full name, address and postcode of the or of each applicant (underline all surnames)	SHOWBUSINESS SOFTWARE LTD 137 Euston Road London NW1 2AA England		
Patents ADP number (if you know it)	8658213001		
If the applicant is a corporate body, give the country/state of its incorporation	GB		
4. Title of the invention	SYSTEM FOR FACILITATING MANAGEMENT AND ORGANISATIONAL DEVELOPMENT PROCESSES		
5. Name of your agent (if you have one)	LAURENCE SHAW & ASSOCIATES		
"Address for service" in the United Kingdom to which all correspondence should be sent (including the postcode)	Metropolitan House 1 Hagley Road, Edgbaston Birmingham B16 8TG		
Patents ADP number (if you know it)	13623001 ✓		
6. Priority: Complete this section if you are declaring priority from one or more earlier patent applications, filed in the last 12 months.	Country	Priority application number (if you know it)	Date of filing (day / month / year)
7. Divisionals, etc: Complete this section only if this application is a divisional application or resulted from an entitlement dispute (see note f)	Number of earlier UK application		Date of filing (day / month / year)
8. Is a Patents Form 7/77 (Statement of inventorship and of right to grant of a patent) required in support of this request?	Yes		
Answer YES if: a) any applicant named in part 3 is not an inventor, or b) there is an inventor who is not named as an applicant, or c) any named applicant is a corporate body. Otherwise answer NO (See note d)			

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Continuation sheets of this form

Description	22
Claim(s)	0
Abstract	0
Drawing(s)	11 only

10. If you are also filing any of the following, state how many against each item.

Priority documents

Translations of priority documents

Statement of inventorship and right to grant of a patent (Patents Form 7/77)

Request for a preliminary examination and search (Patents Form 2/77)

Request for a substantive examination (Patents Form 10/77)

Any other documents (please specify)

11. I/We request the grant of a patent on the basis of this application.

Signature(s)

Date 19/10/03

12. Name, daytime telephone number and e-mail address, if any, of person to contact in the United Kingdom

LAURENCE SHAW & ASSOCIATES

Edward C Dowler

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DUPLICATE

Agents ref: P04112GB

**SYSTEM FOR FACILITATING MANAGEMENT AND ORGANISATIONAL
DEVELOPMENT PROCESSES**

This invention relates to a system for facilitating management and organisational development and in particular for supporting the processes of expertise capture, management, transformation and capacity building. An object is to provide a system aimed at the translation of intention into actions for organisations of any scale even spanning boundaries of ownership, management and location.

Transformation (significant structural and process change) is a pressing requirement for governments (to support Service Delivery) and corporations to support strategic change and good corporate governance. It is becoming widely accepted that the challenge for CEOs, Executives and Managers in public and private sectors is not so much to create good strategy and policy, but to effectively implement policy and strategy. An individual can manage a project or program with a to-do-list linked to certain project objectives. For an organisation of many people, the complexity of managing objectives and actions limits the ability to maintain effective alignment, coordination and delivery. Potential economies of scale are lost to inefficiencies of inconsistent objectives and uncoordinated actions.

Even small organisations are often ineffective and inefficient because different people in different parts of the organisation are working in different directions which at worst cancel out or at best do not support one another optimally.

Organisations and networks of organisations often make the same mistakes repeatedly because they fail to learn from experience.

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A person in a role or function gains important knowledge and experience. When they move on or are replaced, their knowledge goes with them.

Search engines and knowledge discovery tools help users to find information they need from a mass of available information created for many different purposes. However, the amount of information that becomes available can become excessive, particularly when there is no effective filing system.

Also, when a process such as a complex change program is being contemplated, it may become clear at the outset that the management capacity available, i.e. the management experience, competence and skills needed, is insufficient. Lack of management capacity is a major limitation to large change programs, including, for example, the implementation of e-government.

An object of the invention, when realised as a software program and supported by an appropriate management process, is to provide a way of defining implementable strategy and policy together with an effective implementation strategy and policy together with an effective implementation and delivery engine for an organisation of any scale. Another object is to assist in aligning actions across an organisation or network of organisations with a consistent set of objectives.

Further objects of the current invention is to provide a means for systematically harvesting learning from experience and making it available for re-use by others across an organisation or network of organisations, and for systematically capturing the history and experience of personnel so that their role or function is available to a future replacement. Learning is then effectively harvested by use of the system.

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Yet further objects are to provide a significant improvement in the overall process of knowledge creation, capture, discovery and re-use. This is done by capturing knowledge linked to the strategy or objectives of an organisation. In this invention it is ensured that knowledge is metatagged and 'filed' against the objective(s) which it supports as it is created. As a result, it can be rapidly retrieved to support a user in meeting a specific objective.

Finally, especially when lack of management capacity is a problem, the invention aims to increase or build that capacity by enabling an organisation to re-use its experience, competence and skills using tools such as the capture of roadmaps, checklists and processes as re-useable scorecards to support on-the-job learning.

According to the invention, there is provided a computer, software, method and/or computer screen display comprising any one or more or any combination of the features defined in the respective paragraphs numbered 1 to 24 hereinbelow.

Throughout this specification, the words "comprise", "comprises" and "comprising" means "include", "includes" and "including" as the case may be, and also "consist of" consists of" and "consisting of" as appropriate.

The following abbreviations are used herein:

Objective, Critical Success Factor (CSF) (means same as Key Result Area, or Key Performance Area), Key Performance Indicator (KPI);

Perspective, Critical Success Factor, Key Performance Indicator

Key Transformation Indicator (KTI);

Key Survey Indicator (KSI).

Herein, where we associate knowledge, security or other attributes to a KPI, KSI or KTI, we assume it can also be associated with an Objective, Perspective, CSF.

The generic term used for KPI/KSI/KTI is Measure.

For a better understanding of the invention and to show how the same may be carried into effect, reference will now be made, by way of example, to the accompanying drawings in which Figures 1 to 6 are respective screenshots generated during operation of the system.

In the invention, an important feature is the handling and on-screen presentation of certain Key Performance Indicators (KPIs) and Key Transformation Indicators (KTIs).

1. KPIs can be entered manually or automatically computed from a computer system or sensor. Use of KPIs is standard approach to management. In this invention, the combination of KPIs is derived from a workflow system with the performance management and knowledge management features below.
2. KPIs can be automatically computed from a workflow system, which itself routes and manages documents, each of which represents, for example, an insurance claim, or complaint. Computation of KPIs from workflow systems is a common feature of workflow systems. Combination of KPIs derived from a workflow system with the performance management and knowledge management features below is novel.
3. It is known practice to define KPIs in terms of levels of maturity with colour, pattern, visual, auditory or other sensory codes (in the case of colour coding, these are commonly known as traffic-lights) associated with each. (Examples

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Include rating of level (RED=Low, YELLOW=Medium, GREEN=High, BLUE=Very High) or ratings of projects, change, or achievement, for example (RED=No Plan, ORANGE=Plan, YELLOW=Plan Not On Track, GREEN=Plan On Track, Blue=Plan Done). For clarity, such measures are referred to here as Key Transformation Indicators (KTI). See Figure 1.

(Other products do measures, but do not deal with definition and rating against KTIs.)

4. As a further enhancement of this approach of colour coding the level of a KTI in a linear or one dimensional sequence, (or 2 or n-dimensional arrays of possible values can be stored in a database, spreadsheet or multidimensional database) and can be colour coded based on the current state of each KTI.
5. The states of such KTIs may be combined with other performance measures (for example sales values etc) and presented in a 2 dimensional array or Scorecard to show, for example, progress over time, where, for example, the rows of the array relate to different KTIs and the columns of the array relate to different time periods or to allow comparison, where the columns might, for example refer to different organisations, locations, budget vs actual, etc.
6. A value (word, or number, or symbol) denoting the KTI value can be included in the presentation of each cell in this display. See Figure 2.
(Other products do numbers and symbols, but not text. A previously proposed system does rating against levels, but only if those levels are defined numbers. As shown on Figure 3, in the present invention a word and checklist can be associated with each level for a defined KTI. The resulting colour coding and

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word is automatically displayed in the scorecard, rather than having to be manually set in separate traffic light formula for each KTI).

7. KTIs can be traffic lighted based on absolute value, or the difference between a target or forecast and actual value.
8. The current invention provides means – by mouse or keyboard or other input device or by programmatic calculation - to set the colour level of a KPI and record the resulting colour coding together with an indication of the level or value of the KTI.
 - a) Manual means – by selecting from a options or a picklist of possible values, each of which is associated with a KTI value. See Figure 4.
 - b) Manual means – by allowing a user to answer a checklist and computing the KTI value, based on these values.
 - c) Programmatic means – by computing the value for a KTI, based on computer data or input, for example, from the status of a customer account approval process in a financial accounting system or a project management system.

(The general idea of Analysis, Actions, Learnings is present in our current project, but not associated with KTIs which have textual values automatically fed into a scorecard.)
9. The current invention provides a means for capturing a project plan or strategy in an electronic form, including defining and rating of progress against KTIs and KPIs. With KTIs text values may be automatically rated with words.)

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10. Progress of project plans captured in this way can be assessed manually or programmatically to generate a scorecard showing status of a project. Repeated assessment can automatically generate a scorecard showing trend in progress over time. See Figure 6.
11. The current invention allows a super-user or computer program to define templates which can in turn be used to capture plans in a standardised format, thereby capturing expertise in roadmaps for transformation, policy implementation, strategy execution etc.
 - a) These templates allow combination of textual descriptions, questions and text capture fields with pre-defined sequences of KPIs, KSIs, KTIs, Objectives, CSFs, Perspectives. As a result Templates provide a means for capturing expertise and making it available for use by others.
 - b) KTIs can be used once, for example to assess overall project progress, or repeatedly for example to assess the maturity of a number of processes or client relationships.
12. Surveys (surveys may be included in plan templates). Generation of surveys from templates covering only the survey is one thing but this is improved in the invention by associating analysis, actions, learnings with survey results.
 - a) Templates can include defined surveys to be used by all plans derived using the given template.
 - b) Plans can define surveys to be performed repeatedly.
 - c) Surveys consist of a number of questions.
 - d) Results are aggregated after each survey is taken and the results are trafficked into survey-derived KPIs, denoted KSIs (Key Survey Indicators) which can be displayed in a scorecard alongside KPIs and KTIs.

13. The current invention provides means for associating Analysis (descriptive text) with a KTI, KSI or KPI in a period, region, organisation, etc.
14. The current invention provides means for associating Action Plans, milestones and associated workflow (steps towards completion of actions) with a KTI, KSI or KPI in a period, region, organisation, etc.
15. The current invention provides means for recording Lessons Learned with Action Plans, milestones and associated with a KTI, KSI or KPI in a period, region, organisation, etc.
16. Properties of Analysis, Actions, Learnings, discussions
 - a) Each Analysis, Action, Learning can be associated with an organisation, region, mode (budget/actual), etc.
 - b) Analysis, Actions and Learnings can be linked together.
 - c) Each Analysis, Action, Learning can have a named owner.
 - d) Sub-tasks or milestones can also have named owners.
 - e) Analysis, Actions and Learnings can be associated with an individual KTI or KPI, or with a scorecard reflecting a collection of KTIs, KSIs and KPIs.
 - f) Discussions can be associated with particular KPIs, KSIs and KTIs.
17. Reports can be generated to include KPIs (numeric values), KTIs (including textual rating values), KSIs (Survey results), Traffic Lights, Analysis, Actions. In particular, an Executive Summary Report, generated automatically summarises an entire scorecard.

18. Security

- a) Each Scorecard and KPI, KSI or KTI has an owner. In addition users or groups of users can be defined by the scorecard owner as readers and authors for KPI, KSI or KTI data and for Analysis, Actions and Learnings.
- b) By default all Scorecards, KPIs, KSIs, KTIs, Analysis, Actions, Learnings can be made available to all users or to no users.
- c) Scorecard owners may permit the groups of users associated with other scorecards to view their scorecards. This facilitates Peer to Peer usage.
- d) Scorecard templates can be defined by a named group of users.
- e) Scorecard templates may be used to complete plans by a further named group of users.

19. Reusability and DNA

- a) KPIs, KSI and KTIs are saved in a library for re-use within template definitions and plan definitions. (DNA)
- b) Sequences of KPIs, KSIs, and KTIs can also be grouped and saved for re-use, including grouped under an Objective, CSF or Perspective. (DNA strands.)
- c) It is possible to inherit the properties of one template for re-use in another.
- d) It is possible to lock a template, so that it can be used repeatedly and consistently.
- e) It is possible to lock a plan so that it cannot be changed, but can only be rated (to update a scorecard) after approval.
- f) It is possible to combine KPIs, KSIs and KTIs (also Objectives, Perspectives, CSFs) from two or more scorecards to create a hybrid scorecard.

- g) It is possible to browse and search for scorecards to support a particular purpose.

20. Knowledge Management

- a) Analysis, Actions, Learnings are here referred to as knowledge.
- b) Knowledge can be accessed by clicking on a particular scorecard, KPI, KSI, KTI, etc.
- c) Knowledge is accessible subject to security rights of the user.
- d) Knowledge relating to one or many organisations can be accessed via a portal ordered by:
 - i) Person
 - ii) Personal content – generated by me or for me (eg all my actions, all my learnings, etc.) (This has been disclosed for KPIs, but not for KSIs or KTIs.
 - iii) Organisation
 - iv) KPI/KSI/KTI – this is an important innovation. It means that there is no need for a search engine. The system has used the inherent metatags of the template/plan/scorecard/measure to link related knowledge.
 - v) Other user defined attributes associated with person, organisation, KPI/KSI/KTI.

21. Management of Values

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22. Expertise Location

- a) By categorising people by Objective/CSF/Measure and Perspective/CSF/Measure, the system allows users to locate people with expertise and knowledge in a particular area.

23. Collaboration: Wherever there is a named owner, for example on Template, Plan, Scorecard, CSF, KPI/KSI/KTI, a user can click on the name to:

- a) Instant Message that user.
- b) Email that user.
- c) Start a discussion thread with that user.

24. Languages

- a) The current invention allows users to swap between user interface language while maintaining the same visual display of, for example scorecard.
- b) Also to show an automatically translated version of the system content in a chosen language.

KTI Definition user Interface

KTIs are defined as a sequence of colour-coded steps or levels.

Each step may have an optional short text string to describe it.

Each step may have an optional textual description and/or checklist defined.

The level of the KTI value may be set manually based on a user's judgement or automatically based on

Business Issue: Managing Process

Implementation of process automation software including, for example Enterprise Resource Planning systems like SAP, creates automation which can potentially hide the details of business operations, including inefficiencies which would be obvious to an experienced manager and governance issues which would be obvious to an experienced auditor.

A further innovation allows the current invention to be applied to ERP and workflow software.

KTIs are manually or automatically generated to show the degree of implementation of standard processes.

KPIs are automatically generated to show the level of outcomes being produced, for example, average end-to-end speed of delivery, average time in a particular process step, number of items in a particular stage of a workflow.

KSIs which are used to measure the opinions of stakeholders in the process can also be recorded.

By combining the KTIs and KPIs (and optionally KSIs) for a process or series of processes within a scorecard, a manager can rapidly understand the status of that process for management purposes. A scorecard of this kind effectively embeds process management expertise - see Figure 6.

Process definitions can be recorded in standard formats, allowing the same process to be supported by different technology solutions.

By storing the definition of a process scorecard with the definition of a process, management expertise related to a process can be implemented alongside the process.

Putting in Place a Process within an organisation

1. Deployment of Policy and Process guidelines and standards as scorecards which define Process (KTIs: Step-by-step and maturity models), together with outcomes (KPIs and KSIs).

An expert in business processes and change management can, based on their expertise, define a sequence of steps recommended in order to get a new organisational process up-and-running within an organisation.

By translating this sequence of steps (and hence the expertise) into a series of KTIs, an expert can provide others with the ability to use their expertise in getting organisational processes up-and-running.

Business Issue: Organisational Complexity

Large organisations can be too complex to conceptualise and hence it is difficult to create strategy for them and to manage them. The current invention has a number of innovations which support management of complex organisations. One result of these innovations is that the aggregate intelligence of all of the people in the organisation is more effectively liberated. The whole system can 'think' and innovate to emerge strategy and manage, rather than waiting for top management or a strategy department to arrive at answers.

2. Sharing of a distributed library of performance and/or "Transformation Knowledge" including KPIs, KSIs and KTIs which themselves are used in creating Templates and Scorecard, as well as Analysis, Actions and Learnings enables sharing of business ideas across an organisation.
3. Peer-to-peer sharing of KPIs, KSIs, KTIs, Templates and Scorecards, as well as Analysis, Actions and Learnings allows for ad-hoc linkages to be created which

cut across organisational and departmental boundaries (allowing people to learn from one another).

4. Distributed security supports this. Securing of all aspects of this Transformation Knowledge, according to, for example, name, role, organisation, department, etc, allows these networks to spread more organically. Better security allows for spread of networks because it reduces the fear of information falling into the wrong hands. When it is easier to share the information with intended recipients, without risking sharing with non-intended recipients, people are not afraid to share what they know.

Distributed Security – Different people in different places can set security for their scorecards (including KPIs, KTIs, KSIs and other objects independently).

This allows peer-to-peer sharing.

Topology 1: Peer to Peer

Every user can share their scorecard with any other user directly over the Internet or a network. A user can notify a user of their desire to share content by email, or by electronic request input to a web page.

Several scenarios for requesting and granting sharing of scorecard content, including:

- Owner sends email to subscriber offering to share. Subscriber accepts. Owner's content becomes available to subscriber alongside any other scorecard information available to subscriber.
- Subscriber requests and owner accepts.
- Sharing may be reciprocal (each shares scorecard content with other) or one way.

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- Sharing may be full or partial.
- Degree of sharing and information shared may be role or function or interest based or manually set.

Scenarios for Owner and subscriber meeting

Owner and/or subscriber publish a profile which may, for example include keywords, KPI names, KTI names, KSI names and or content. Electronic search locates possible matched interest and introduces two parties.

Topology 2: Peer-to-peer hub

A hub provides a central registry for scorecards, KPIs, KTIs, KSIs.

Users subscribe to the hub by stating their areas of interest.

Relevant partners for sharing scorecard content are made available based on matching profiles.

For example a global or company-wide sharing network, with users sharing via a central hub.

Topology 3: Networked Peer-to-peer - see Figure 8

For example, a network of organisations, with a separate hub for users within each organisation.

This allows for secure sharing of expertise and knowledge within the organisations hub and more restrictive sharing between the organisation's hub and other organisations hubs.

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Scorecard sharing and the global on-line expertise library.

Expertise can be encoded and saved for re-use as KPIs, KT's, KSIs and sequences and hierarchies of these.

The current invention allows for these sequences and hierarchies to be combined together.

In this way, the current invention allows expertise created by different people to be added together for reuse.

By providing access (via keyword search, profiled search, or point-and-click navigation) to re-useable expertise, from multiple sources, the current invention allows for creation and use of compound, additive expertise.

Issue: Speed of change, complexity of information, too much to learn

Change is commonly described as accelerating. For example, in a corporate context, globalisation means that every organisation in a market may be competing with many other organisations around the world, each of which is innovating. The result is that people and organisations find it hard to keep up. There is a gap between how fast we can learn and what we need to know.

Solution: Expertise on-demand. The current invention facilitates codifying knowledge as ordered lists or hierarchies of KPIs which define WHAT the desired outcome is, KTIs which define among other things HOW the desired outcome will be produced and KSIs which define how the perception of stakeholders will change before, during and after the desired outcome.

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By allowing saving and loading of hierarchies, for example of Objectives, Critical Success Factors and KTIs, KPIs, KSIs, the current invention allows knowledge expertise to be saved and retrieved. This is different from Scorecard Templates in other software packages, since KTIs and KSIs define knowledge and expertise beyond the simple definitions of KPIs.

In the same way as a CD writer codifies data for later retrieval, the current invention codifies expertise for later retrieval.

In the same way that the CD player has no inherent understanding of the music being played, the person or system retrieving expertise stored as KTIs, KPIs and KSIs need have no prior knowledge of the expertise being retrieved. The KTIs describe WHAT to achieve, the KPIs define, among other things, HOW to achieve it and the KSIs define the surveys required and measures of opinion to be monitored and managed in retrieving the expertise.

Note that KPI, KTI and KSI definitions may have related education materials including text, multimedia documents, web links. The hierarchy KPIs, KTIs, KSIs are providing a structure to which elements of relevant knowledge can be attached.

Alternate and complimentary Knowledge Sets.

The Knowledge attached to KTIs and KTI steps in particular may be textual, pictorial, audible, etc.

Knowledge Sets for different user types, experience, learning style etc.

There may be alternate sets of knowledge attached to each step, suitable for different levels of education and styles of learning.

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Manual selection between different Knowledge Sets.

Users can switch between these alternative types of knowledge manually.

Automated selection of Knowledge Set based on user profile.

In addition, the System may store a profile of the user and present the appropriate style of knowledge presentation and depth of content.

User profile based on history, interest, experience, manual profile.

The system may generate a user profile through a combination of:

Tracking previous user actions, choices, searches, emails, communications etc, as well as from profiles held in other systems or input into the system.

Profiling according to learning style.

In particular, the system may profile the user according to learning style:

Visual, Auditory, Kinaesthetic, Factual.

Issue: Expertise communities

The current invention allows expertise in the form of any combination of KPIs, KTIs, KSIs and related information to be stored and retrieved to provide expertise on-demand.

Issue: Explosion of knowledge

Solution: Purposeful knowledge management – store all knowledge against an intent

Resources: Definitions, Knowledge Discovery Results, Web/Intranet links, on-line training courses, calendar of related events, contact details of related people...

RESOURCE= Definition, Knowledge, Links, Courseware, Timetable, People,...

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When resources are stored according to purpose (using the Objective/CSF/Measure hierarchy), they can be retrieved simply and purposefully.

Issue: Speed of learning insufficient to keep up with need for new learning

The speed at which people and organisations need to learn exceeds the ability of traditional means to collect knowledge and deploy it for re-use.

Solution: Purposeful learning

By linking training and learning resources to the Intent Hierarchy: Objective/Critical Success Factor/KPI or KTI or KSI and further to levels of performance

Eg

KPI Red – applicable education resources

KPI Green – applicable education resources

- given this level of achievement, here is courseware showing what you might do to maintain the position.
- Here is a network of people who will be of interest.

KTI Red Step – applicable education resources

KSI Red – applicable knowledge – e.g. if morale of staff is low, here is a course on how to improve staff morale.

User Interface to support this?

As for Step by Step measures, but with Resources alongside each step.

As for All-My-Actions, but showing other resources.

As for standard ADBS – (Scorecard, Analysis, Actions) – but with ability to interchange Actions or Analysis with, for example, a list of related people, related courseware. Also ability to show one or more Resources concurrently.

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ALTERNATE ACCESS TO RELATED KNOWLEDGE

Scorecard with list of resources below left (for Scorecard or individual measure), e.g.

People, Courseware, Links

Click on name of resource, e.g. People, to see a list of people on the right.

OR

List of resources available, distinguished by different icon for different kinds of resources, e.g. people, links, courses...

Intelligent Clustering.

The simplest Purposeful Clustering, is to place organisations which share Objectives/CSFs/KPIs adjacent for comparison purposes in the system.

While each of the following inventions refers to organisations. The same innovations apply to the case where the organisation is a Business/Department/Team, etc and where it is a person/individual/employee/team member.

A further innovation is to place organisations adjacent according to the degree to which they share measures. The simplest example is to group according to the number of shared measures.

When an organisation is selected, comparison organisations are ranked according to the number of shared measures.

A further innovation is to rank according to the number of measures shared after weighting measures according to their importance to the organisation using the system. In this way, one, important shared measure could override the effects of several less important measures.

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A further innovation is to further rank organisations according to the level of KPIs they have achieved, the degree of progress they have made with KTIs, the climate of opinion in which they operate or their organisational culture as KSIs.

Means of conditionally sharing information (KPI, KTI, KSI definitions, values, analysis, actions, learnings, people, courseware, links, knowledge, etc) according to the KPI, KTI, KSI definitions, values, analysis, actions, learnings, people, courseware, links, knowledge, etc of the other organisation. (In effect the system is enabling a user to give effect to the statement: If you are like me in this respect then I want to share this with you.)

Means of searching organisations according to KPI, KTI, KSI definitions and levels of achievement and alerting a user to potential benchmark and partner organisations, based on these values.

An agent to provide the above function on request, in effect answering the question: "Which organisations should I know about based on common purpose or common challenges?"

"Which people should I know about, based on accountability for similar organisations."

An agent to automatically provide the above function.

The ability in the system to maintain benchmark organisations (with similar KPIs, KTIs, and KSIs at similar levels of achievement)

Intelligent Clustering with people

As stated above, the same clustering applies to people.

22

Where a job function is expressed or could be expressed as a number of objectives,
measurable as KPIs, KTIs and KSIs.

The same clustering and conditional sharing can be applied to people.

ECD/JW/P04112GB
October 17, 2003

ADBS Step by Step functionality

Define the traffic light colours to be used in the scorecard settings:

▼ 8. Step-by-step Traffic Lights:

Step	Color	Symbol
1	dark red	
2	red	↓
3	orange	↘
4	yellow	→
5	green	↗
6	blue	↑
7	white	
8	white	
9	white	
10	white	

Fig. 1

Configure the KPI document to use Step by Step traffic lights

KPI information	
KPI	HB Headwarp
KPI Type	Step by Step KPI Values
Definition	

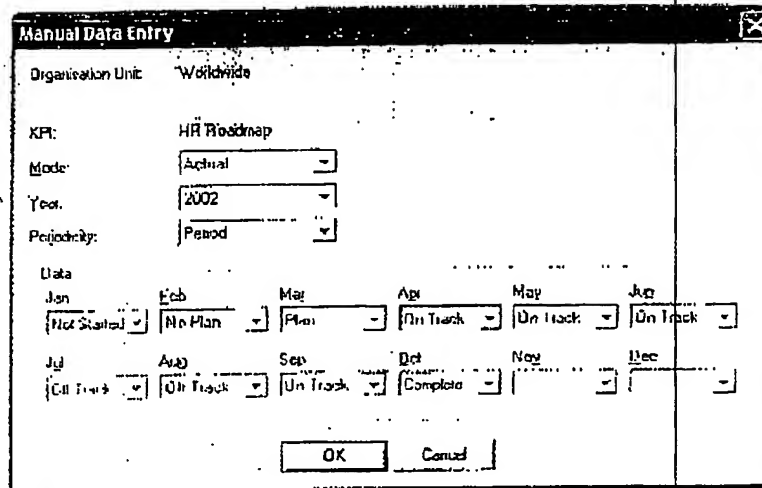
Fig. 2

Define the textual data values and explanation of each text value in the KPI document.

KPI Data Values		
Numerical Values	Numbers Not Accepted	
Textual Values	Unrestricted Text Not Accepted	
	Specified Text Accepted	Explanation
	1 ✓ Not Started	✓ Not started
	2 ✓ No Plan	✓ No plan defined
	3 ✓ Plan	✓ Plan defined
	4 ✓ Off Track	✓ In progress, but not on track
	5 ✓ On Track	✓ In progress and on track
	6 ✓ Complete	✓ Plan completed
	7 ✓	✓
	8 ✓	✓
	9 ✓	✓
	10 ✓	✓

Fig. 3

Enter the appropriate text value for each reporting period in the ADBS application:



Manual Data Entry

Organisation Unit: Worldwide

KPI: HR Roadmap

Mode: Actual

Year: 2002

Periodicity: Period

Data:

Jan	Feb	Mar	Apr	May	Jun
Not Started	No Plan	Plan	On Track	On Track	On Track

Jul	Aug	Sep	Oct	Nov	Dec
On Track	On Track	On Track	Complete		

OK Cancel

Fig. 4

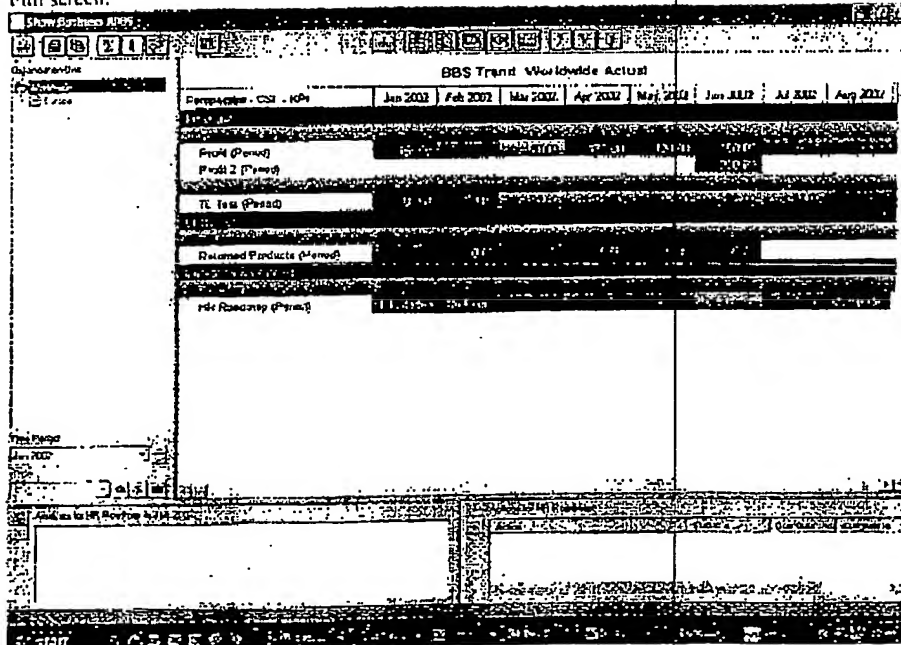
View the traffic lu values in the ADBS application:



Period	Not Started	No Plan	Complete
HR Roadmap (Period)			

Fig. 5

Full screen:

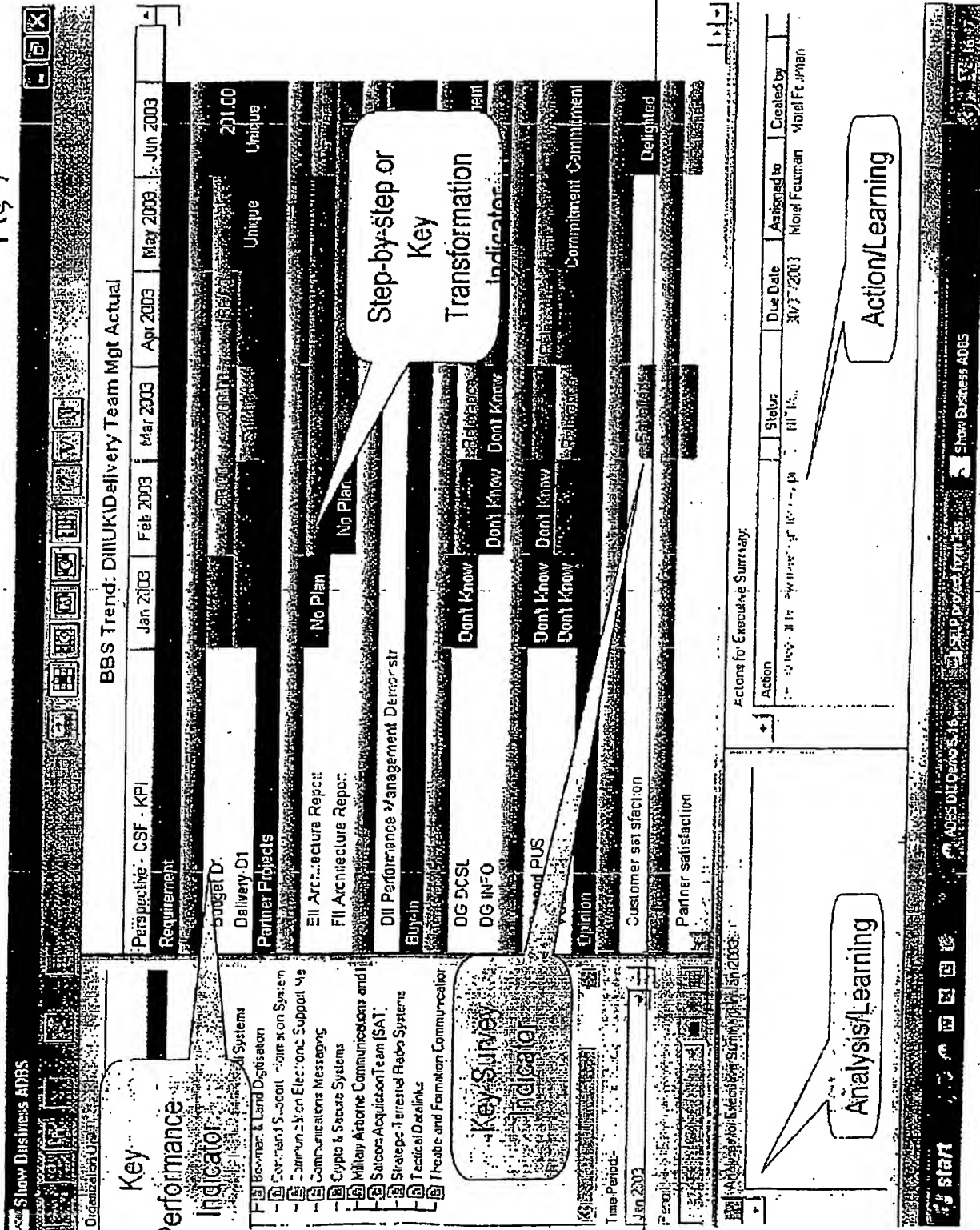


Full screen view of the ADBS application showing a table of KPIs and their status across various periods.

Organisation Unit	KPI	Jan 2002	Feb 2002	Mar 2002	Apr 2002	May 2002	Jun 2002	Jul 2002	Aug 2002
Worldwide	HR Roadmap	Not Started	No Plan	Plan	On Track	On Track	On Track	On Track	On Track

Fig. 6

Fig 7



F's 8

Re-using expertise by sharing scorecards

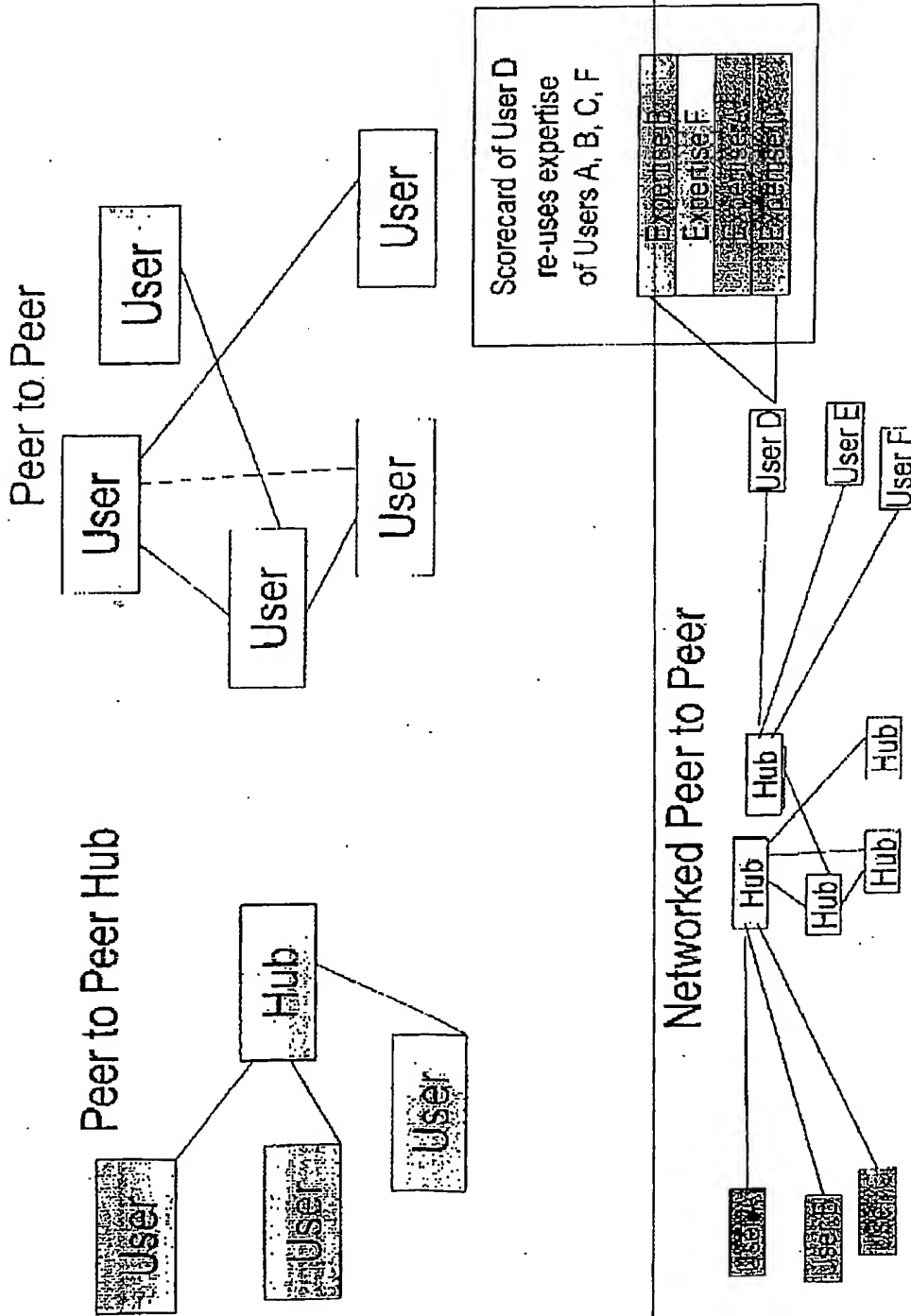
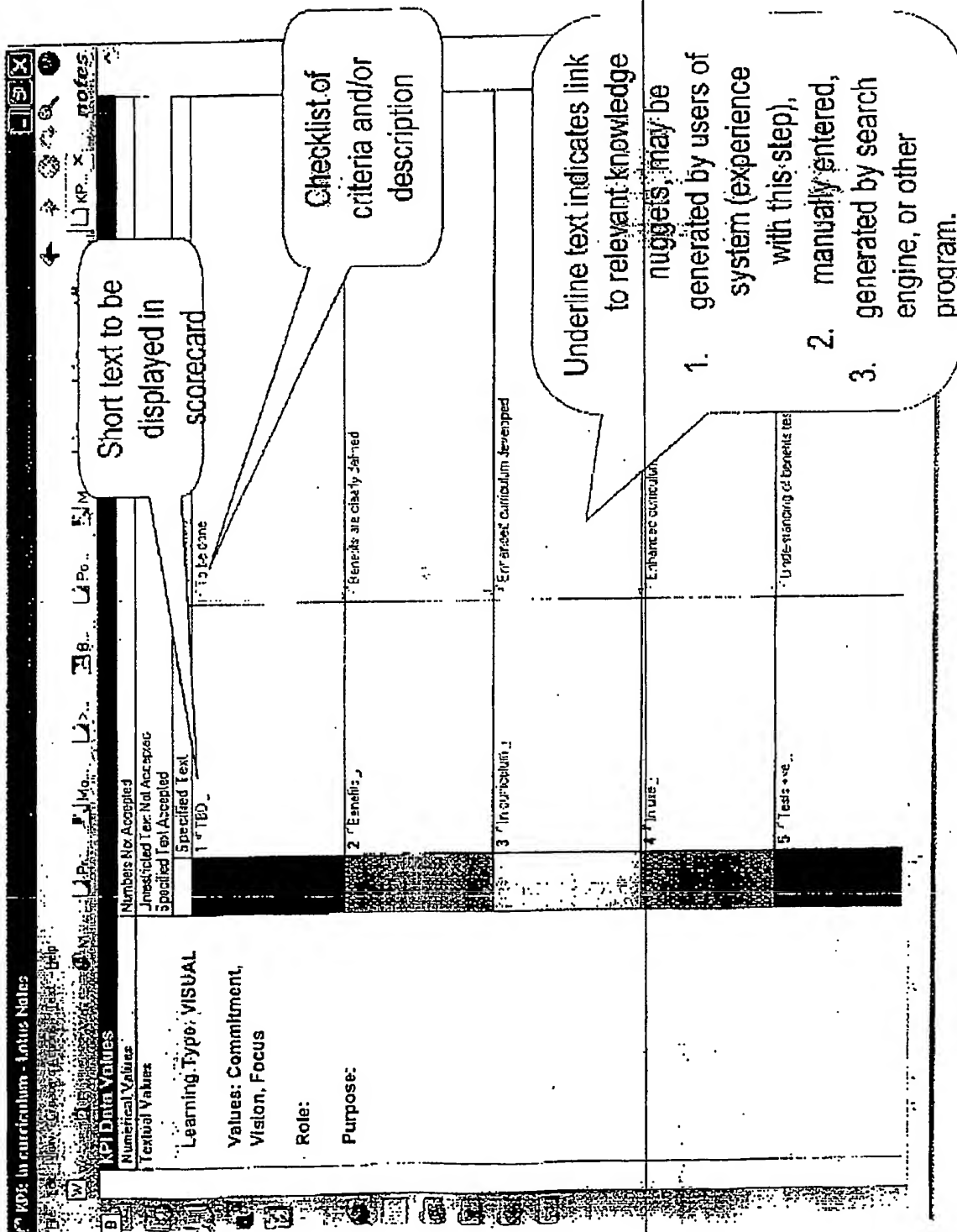


Fig 9



F. 5. 10

KPI

Organization Information

Organization Unit	Kenya Government Primary Education	Organization ID	PEducation
Mission			
Strategy			

KPI Information

KPI Name	M&E of feeding program	KPI ID	
KPI Type	Step by Step KPI Values		
Definition			
Meaning/Reason	Monitoring and evaluation of feeding program and its impact on children's health.		
KPI Owners			
Relevant Periodicities:	Period		
Default Periodicity	Period		
Relevant Modules	Actual Target		
Data Entry	<input checked="" type="radio"/> Manual <input type="radio"/> Automatic		

KPI Data Values

Numerical Values	Textual Values
Numbers Not Accepted	Specified Text
Unspecified Text Not Accepted	1 TB0
Specified Text Accepted	2 Program
	3 M&E results
	4 Analysis
	5 Recommendations
	6
	7
	8
	9
	0

Short text to be displayed in scorecard

Underline text indicates link to relevant knowledge nuggets, may be 1. generated by users of system (experience with this step), 2. manually entered, 3. generated by search engine, or other program.

Checklist of criteria and/or description

**Accountable person identified and tasked with M&E
M&E board appointed
Program underway**

**Regular M&E results received from target locations
Detailed analysis of results regarding sustainability
Specific advice, priorities and recommendations provided**

note

KPI M&E of feeding program

Fig 11

Overall Sections of the Template defined by these tabs.

Specific language to be used in Template defined here, eg Template Title is CPA Template

Option to use a Step-by-step measure accepted here.

Details of the Step-by-step measure defined here.

Configuration	Objectives and CSFs	Assessments	Measures	Generic Sections	Risk Assessment
Template Title: CPA Template					
Service Title: Service Arms and Scope					
Description Field 1: Service Focus					
Description Field 2: Scope					
Description Field 3: Objectives and Priorities					
Assessment					
Assessment KPI					
Aims of The Service					
A sustained focus on what matters					
Improve speed of SIP implementation					
1. Strategic Objectives					
Assessment KPI to monitor the overall SIP progress					

Fig 12

http://guilder/adbs/AD95lgdima.nsl/NEUisCFranchise?ReadForm

PageRank: 0.0 Options

Assessment KPI

Yes

Aims of The Service

A sustained focus on what matters

Improve speed of SIP implementation:

1. Strategic Objectives

Assessment: KPI to monitor the overall SIP progress

Definition:

Measuring/Reason:

Meaning of each step defined, capturing expertise of Template designer.

Details of the Step-by-step measure defined here.

Assessment Data Values

Step	Step Scorecard Data (*maximum 31 characters only)	Step Description
01	Not Understood	Corporate priorities are not understood.
02	Understood	Corporate priorities and how they affect the service are clearly understood.
03	CSE/Priorities linked	Service critical success factors are clearly linked to corporate priorities.
04	CSE/KPI linked	Service critical success factors are clearly linked to Key Performance Indicators
05	Actions linked to KPIs	All service delivery actions are clearly linked to Key Performance Indicators
06		

Fig 13

http://guides/active/ADBS/ldemo.nsf/NEdiSCFrameSet?ReadForm

CPA Template

Page: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 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2421 2422 2423 2424 2425 2426 2427 2428 2429 2430 2431 2432 2433 2434 2435 2436 2437 2438 2439 2440 2441 2442 2443 2444 2445 2446 2447 2448 2449 2450 2451 2452 2453 2454 2455 2456 2457 2458 2459 2460 2461 2462 2463 2464 2465 2466 2467 2468 2469 2470 2471 2472 2473 2474 2475 2476 2477 2478 2479 2480 2481 2482 2483 2484 2485 2486 2487 2488 2489 2490 2491 2492 2493 2494 2495 2496 2497 2498 2499 2500 2501 2502 2503 2504 2505 2506 2507 2508 2509 2510 2511 2512 2513 2514 2515 2516 2517 2518 2519 2520 2521 2522 2523 2524 2525 2526 2527 2528 2529 2530 2531 2532 2533 2534 2535 2536 2537 2538 2539 2540 2541 2542 2543 2544 2545 2546 2547 2548 2549 2550 2551 2552 2553 2554 2555 2556 2557 2558 2559 2560 2561 2562 2563 2564 2565 2566 2567 2568 2569 2570 2571 2572 2573 2574 2575 2576 2577 2578 2579 2580 2581 2582 2583 2584 2585 2586 2587 2588 2589 2590 2591 2592 2593 2594 2595 2596 2597 2598 2599 2600 2601 2602 2603 2604 2605 2606 2607 2608 2609 2610 2611 2612 2613 2614 2615 2616 2617 2618 2619 2620 2621 2622 2623 2624 2625 2626 2627 2628 2629 2630 2631 2632 2633 2634 2635 2636 2637 2638

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